Ivotronics

- In general, the Ivotronics functioned properly.
- However, there were numerous problems with the audio units including lengthy opening and activation times, shutdowns, difficulty with navigation, and failure to read ballot exclusively in selected language. Very few disabled voters successfully used the audio feature of the audio unit.
- The demonstration units were very useful for orienting voters. However, a few demonstration units shut down and had to be reactivated.
- Some machines were missing flashcards or needed new flashcards.
- Some machines were calibrated incorrectly.
- Opening and closing procedures went smoothly. Previous night set-up was seen as a key to success.
- In general, PEBs worked well. In a few instances, the master activator PEB did not function properly.
- Participants expressed concerns regarding inadequate control of Voter Authorization Slips and Ivotronics. Additionally, during early voting, when a person voted this was entered in a computer. If the computers were down, workers could not enter this information and the person could conceivably vote twice.
- Curbside voting did not go well in all precincts; elderly voters had difficulty reading the screen with glare from the sun, and machines were heavy for some voters.
- During early voting, machines were set up from various precincts at one location. Some precincts were busier than others at that location, so there was a line to use certain machines while others were unused.

Recommendations:
- Redesign audio units
  - Leave screen visible during audio voting
  - Include second pair of headphones for voters' assistants
  - Increase user-friendliness of navigation
- Consider ways to reduce opening times (pre-loading of ballots, etc.). At a minimum, allow Technical Support Specialists to use audio bypass method to reduce opening time for audio units.
- Improve warehouse quality control procedures to ensure equipment is sent out in proper working order.
- Have only two people at most return to distribution center, or transmit votes electronically from a wireless laptop.
- Place a "Help" button on the screen to tell voter what to do next (i.e. review the ballot, go to the next page, etc.)
- Include battery level on splash screen (similar to public count)
- Provide more space between choices, especially on inspector screen, to minimize inspector errors when selecting precincts or, during primary elections, parties.
- Provide "proof" of voting, e.g. receipts, "I voted" stickers

- For demonstrations, use a video rather than a live person. Monitors could be set up for voters to view while waiting in line.

Telephones:

- The precinct phones by and large worked well. In a few precincts, phones were located in another room.
- The NEXTELS received very negative responses, particularly regarding the value of the messages and the inability to respond to messages. Participants did not want NEXTELS used the same way again.

  Recommendations:
  - GSA should check closer to election whether phone lines worked. Some sites didn't.
  - If NEXTELS are used in the future, they should have no messages and be used as back-up phones, two-way to other precincts, and for central broadcasting as necessary.

Training

- Generally speaking, training successfully prepared most pollworkers for their Election Day duties. Quality Assurance Managers reported that their training was insufficient for them to effectively back up the Technical Support Specialist and Verification Specialist.
- Training manuals were comprehensive and useful, but poorly organized and paginated. The "Absentee Ballot Site Training and User's Guide" used during early/absentee voting was less useful.
- Although Inspectors indicated they received sufficient hands-on training with the Ivotronics, all other staff groups would have preferred additional time with the machines.
- Some early voting pollworkers received no training or insufficient training.

  Recommendations:
  - Training activities and manuals should be more interactive and include more "What-if" scenarios and solutions. In particular, Technical Support Specialist training should include more hands-on exercises in fixing errors.
  - Provide additional training for QAMs regarding TSS and VS responsibilities.
  - Reduce class sizes.
  - Design hands-on training to minimize idle time while awaiting turns on the Ivotronics. For example, place units on student's tables to allow small group observation of procedures.
  - Reorganize, clearly paginate, index and tab training manuals. Distribute manuals in advance of training.
  - Post training manuals on Internet as well as Intranet. Notify pollworkers via e-mail when procedures and/or manuals have been updated.
  - Use visual flowcharts to explain procedures, especially for Technical Support Specialists.
  - Conduct joint training of QAM, Clerk to clarify roles & boost rapport.
  - Provide additional customer service training to non-County employees.
  - Emphasize procedures regarding voter assistance during training.

Polling Locations

- Most polling locations were suitable, although some sites were too small.
- Outdoor precincts were problematic as excessive heat was uncomfortable for pollworkers and caused machines to shut down.
- At some polling places, Ivotronics were stored overnight in closets that were not appropriately temperature controlled.
- A few precincts had problems with inadequate parking and signage.
- At some locations, voting took place in rooms other than those identified by the County.
- Some locations featured raised platforms or stages that posed safety risks, especially for elderly voters.

Recommendations:
- Improve polling place layout and lighting to accommodate machines and power cords; use floor plans on file with Elections Department.
- Consider climate/temperature requirements for Ivotronics.
- Ensure ADA compliance (ramps, appropriately sized tables for wheelchairs, etc.) and safety of polling sites.
- At school sites, ensure that students are appropriately separated from the polling place.

Support / Help Desks

- Pollworkers were able to obtain answers to most questions, but not necessarily immediately. Most callers could get through to the Help Desks, but were often transferred multiple times or had to wait hours for a response.
- The Technical desk received generally favorable comments, while Command Post and Elections desk were thought not to be as knowledgeable. Legal was rarely used, but was responsive and accurate.
- Help Desks provided inconsistent direction at times. This was especially true during early voting, when procedures changed as Election Day drew closer.
- Delivery of back-up equipment and additional personnel was not at all timely.
- Late absentee ballot and early voting information was outdated and in many cases updates were not received until late in the day. Therefore, late early and absentee voters could have voted a second time Tuesday morning.
- Rovers acted primarily as conduits of information and provided only limited assistance.

Recommendations:
- Equip rovers with additional supplies, including flashcards, and information that can be useful to precincts.
- Train people answering phones to deal with issues instead of transferring calls.
- Assign each precinct one liaison/troubleshooter to be single point of contact.
- Network VS laptops to allow real time exchange of data:
  o Get late absentee/early voting info
  o Online change of address/name
  o Troubleshooting via e-mail
- If legal, end early voting prior to the eve of the election to allow for accurate information on Election Day.

Personnel

- Utilizing County employees was very successful and ensured a smooth election process. However, many precincts were overstaffed. Some triangle members had very little to do during the day.
- Toward the end of early voting, many polling places were understaffed.
- There was some lack of clarity regarding the roles and responsibilities of the QAM v. the Clerk. This caused tension in some precincts.
- Early voting workers were not assigned specific jobs.
- The performance of Clerks varied considerably. Some long tenured Clerks circumvented new procedures and followed old practices that were sometimes flawed.
- In busy precincts, Verification Specialists did not get a break since no other staff had been trained on the laptop.
- The interaction between pollworkers and Police was generally excellent.
- In some heavily Hispanic and Haitian precincts, there was inadequate bilingual staff.
- There were problems contacting pollworkers prior to Election Day because of incorrect phone numbers, and assignments were made without regard to home locations.
- Some focus participants felt that the County used a "heavy handed" approach to training and job assignments.

  Recommendations:
  - Clarify roles and responsibilities of Election Board and County employees. Provide a list of typical situations that could occur on Election Day and who is required to act.
  - Clarify roles and responsibilities of early voting personnel.
  - Consider consolidating County triangle positions to avoid overstaffing. Recommendations on how to achieve this varied considerably.
  - Consider using County employees as Clerks.
  - Cross train County employees to provide relief coverage and to minimize idle time.
  - In precincts where many voters require assistance (e.g. elderly or non-English speaking voters), use one inspector as a "roving witness" to ensure correct procedures are followed.
  - Assign well-trained Elections staff to work at early voting sites.
  - Improve recruitment of qualified workers.
  - Ensure adequate numbers of bilingual staff as needed.
  - Improve internal communications to County employees regarding Election Day assignments and training and convey greater confidence in staff's professionalism.

Other:
- Strategy of mailing out sample ballots to all registered voters worked well as many voters brought "cheat sheets" to the polls. Participants recommended providing additional sample ballots at polling places for voters to study while waiting in line.